

**Annual Report  
1989-1990**

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**APEC**  
atlantic provinces  
economic council

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# Annual Report Table of Contents

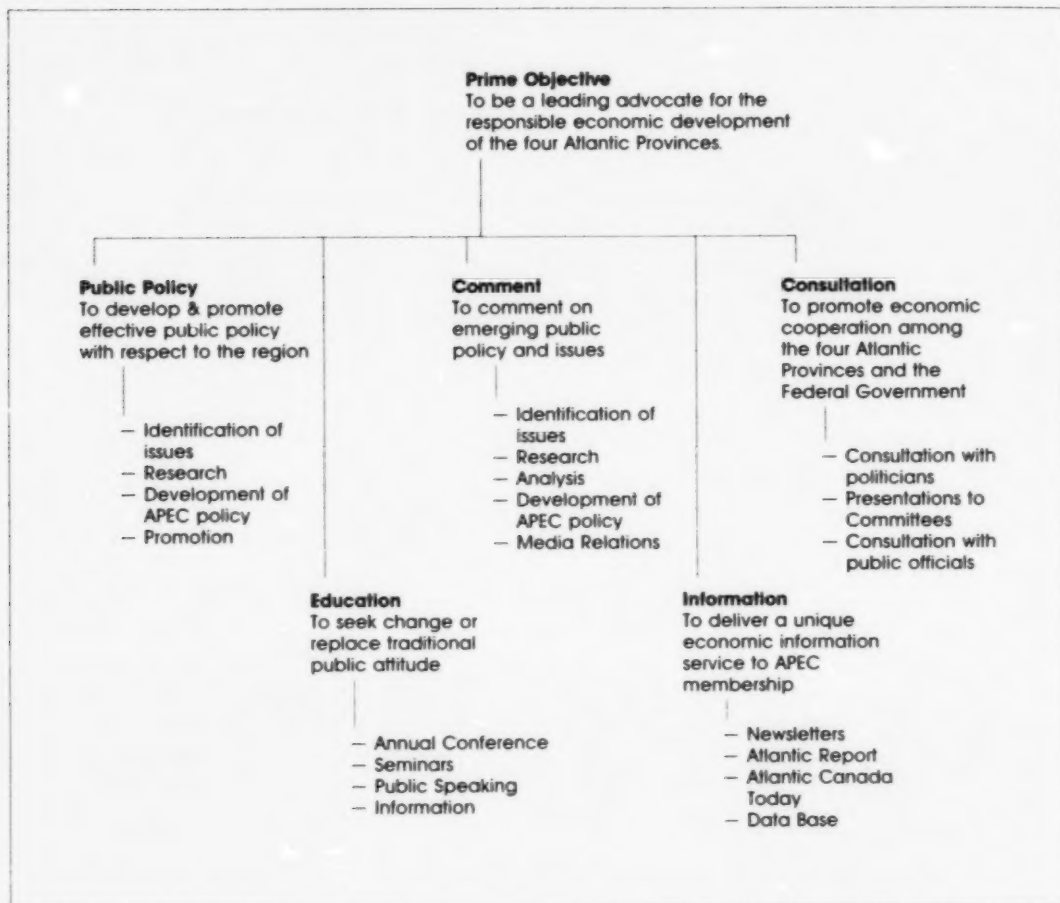
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|                           |                   |
|---------------------------|-------------------|
| Introduction to APEC      | 1                 |
| Report from the Chairman  | 2                 |
| Report from the President | 4                 |
| Board of Governors        | 8                 |
| Executive Committee       | 9                 |
| Past APEC Chairmen        | 10                |
| Publications              | 10                |
| Auditors' Report          | 12                |
| APEC Staff                | 15                |
| Membership                |                   |
| Patrons                   | 17                |
| Members at June 30, 1990  | 18                |
| Fee Schedule              | Inside back cover |

**APEC**  
atlantic provinces  
economic council

# Objectives and Key Programs

APEC activities are best described by the following chart which illustrates our objectives and the programs which help achieve them.



**F**ounded in 1954 by a group of concerned businessmen, APEC is an independent, not-for-profit organization whose membership includes large and small businesses, labour representatives, government and community agencies, academics and individuals. APEC's primary objective is to promote the economic development of the four Atlantic Provinces.

APEC pursues its aims by:

- ☐ Developing and promoting effective public policy in respect to the region.
- ☐ Seeking to change or replace traditional public attitudes.
- ☐ Commenting on emerging public policy and issues.
- ☐ Delivering a unique economic information service to its membership.
- ☐ Promoting economic cooperation among the four Atlantic Provinces and with the Federal Government.

APEC obtains its funding from four major sources:

- ☐ paid subscriptions for its publications
- ☐ membership fees
- ☐ government grants
- ☐ funded research.

APEC is a federally-incorporated corporation. The Council is administered by a Board of Governors under the direction of a Chairman, First Vice Chairman, four provincial Vice Chairmen, a Treasurer and more than 20 Governors from all walks of life in Atlantic Canada. The Board meets four times a year and delegates interim decision-making responsibility to an Executive Committee. Special operating committees advise the Board on policy issues.

Management of the organization is the responsibility of the President who directs the work of a small professional, administrative and clerical staff. APEC is headquartered in Halifax, N.S.

## Report from Chairman

**I**n conjunction with APEC staff, Donald Deacon, during his two-year chairmanship, was instrumental in ensuring that your Board of Governors participated in and completed an "on site" analysis. This exhaustive introspection was successful in that it did permit the development of a sharply focused mission statement and set of goals for APEC.

### **Mission**

- To be a leading advocate for the responsible economic development of the four Atlantic Provinces.

### **Goals**

- To maintain a strong research capability to enable the establishment of policies and programs to maximize the economic and social development of the four Atlantic Provinces.
- To aggressively promote the implementation of policies and programs while maintaining an objective, non-partisan position for the organization.
- To increase and enhance APEC's profile as an effective and dynamic organization through aggressive broad based public education and interchange programs.
- To actively encourage a co-operative approach throughout the four Atlantic Provinces for the achievement of common objectives.
- To be a financially stable organization capable of achieving the organization's mission.
- To prepare and update annually a one and five-year plan in support of the organization's mission to include the elements of finance, membership, research, etc.

To accomplish these goals and enjoy a leading advocacy role in Atlantic Canada, your APEC Board of Governors elected to employ a committee approach to the management of Board activities. Committees were struck for: Policy Development and Action, Communications, and Membership. It was also agreed that the Executive Committee would meet on a regular basis through teleconferencing. The results of the committee approach to Board management have been encouraging.

During the past year APEC welcomed 48 new members. It is encouraging to see this growth and understand that our individual members, by supporting APEC, are for the most part supporting the broader community at large as immediate tangible membership benefits are small.

It was also delightful to welcome the Province of Newfoundland and Labrador back as a financial contributor in 1989/90.

Our President, Dr. Tim O'Neill, in his report which follows, will cover the year's activities in detail; however, I would be remiss if I did not make mention of the following key events.

In late February, in Prince Edward Island, the Board met with the Hon. Elmer MacKay, Mr. Peter Lesaux, and other senior executives from the Atlantic Canada Opportunities Agency. This meeting provided an excellent opportunity for frank and open dialogue and resulted in a strong commitment to work together where possible, as for the most part our organizations' aims are compatible.

On March 6, 1990, under the leadership of Donald Deacon, the Board met with Prime Minister Mulroney in an "off the record" setting.

On June 5 and 6, a symposium was organized under APEC's aegis to begin the immense task of "plotting an economic strategy for Atlantic Canada". A select group from government, business, labour and academia in a true spirit of cooperation attacked the issue with relish. The results of the symposium will be released and discussed at our upcoming annual conference on October 29 and 30.

Governors who retired from the Board were Ralph Emberley, J. R. McLeod, J. H. Reynolds, Arthur Rioux and Allan C. Shaw. Particular mention should be made regarding Mr. Reynolds who served as Vice Chairman in Prince Edward Island, and to both Mr. Reynolds and Mr. McLeod who served the full maximum term of six years. All of the returning Governors served with distinction and their contributions are valued.

During the year we welcomed the following Governors to the Board: Dr. Auréa Cormier, John R. Dean, James D. Eisenhower, James M. MacConnell, Earle McCurdy, Ronald E. Smith and William Wedlock.

In closing I wish to thank my fellow Governors and the professional staff under the direction of Tim O'Neill for their support during the past year.



T. C. Bird  
Chairman of the Board



## Report from the President

**D**uring the past year the APEC staff, with direction from the Board, have undertaken extensive public activities and research which have helped fulfill the APEC mission to be a leading advocate for the responsible economic development of the four Atlantic Provinces.

The common thread running through much of the year was the role of the federal government in the region. From the theme of our Annual Conference to the meeting of the APEC Board with Prime Minister Mulroney, our involvement with the federal government was extensive. To a significant extent, our research activities also reflected this emphasis. Towards the end of the fiscal year, our attention was turned towards the examination of strategies and options for the Atlantic economy in the coming decade.

In June of 1990, APEC completed a policy statement by the Economic Council of Canada on the Community Economic Development approach to regional development. "From the Bottom Up" analyzed case studies from the Atlantic area and other regions of Canada. These studies examine practical and innovative development projects which arose from local initiatives, and provide policy advice to federal and provincial governments. A more detailed report of APEC's research on this subject is in progress.

Last fall APEC staff completed an annual update of the Pacific Information Exchange (PIE) database. APEC had originally compiled the Atlantic part of this inventory which lists all Canadian information sources on the Asia-Pacific region. APEC economists have also begun a community economic development research project contracted by the Nova Scotia Department of Small Business.

The APEC Annual Conference was held in Moncton in October, entitled "The Federal Role in Atlantic Canada". Simultaneously, the Atlantic Report of that month detailed key components of federal spending in Atlantic Canada. The conference resulted in a commitment to develop an Atlantic regional strategy that represents what Atlantic Canadians see as the best means to achieve long-term economic development. This year's annual conference is therefore titled "Strategies and Options for the Atlantic Economy in the 1990's", and will take place in St. John's, Newfoundland.

In May, APEC sponsored an international conference called "Partnerships in Literacy for Economic Development", also held in St. John's. It focused on the economic impact of illiteracy and undereducation in less developed regions of advanced economies, and examined mechanisms for dealing with such impacts. A publication of conference proceedings is nearing completion.

In this past year the Board and staff of APEC participated in a number of meetings with government officials. Several consultations were requested by the Atlantic Canada Opportunities Agency, beginning with a presentation by APEC in September on our views of ACOA's role in Atlantic regional development. In December a meeting took place including Peter Lesaux, President of ACOA, Terry Bird, Chairman of APEC, and myself, which led in January to further discussions on the relationship of the two organizations.

In February, at the time of the federal budget presentation for the year, I met with the Deputy Minister of Finance. I was then invited to the post-budget breakfast with the Honourable Michael Wilson, Minister of Finance. APEC was the only regional organization in Canada invited to attend these sessions.

APEC Chairman Terry Bird and I met in January with members of the New Brunswick Cabinet, including all the economic portfolios, and related senior officials. On another occasion, the APEC Board members from Prince Edward Island and I met with the Honourable Joseph Ghiz, the Premier of Prince Edward Island. I also had the opportunity to meet privately with the Honourable Frank McKenna, Premier of New Brunswick. The staff of APEC maintain regular communication with officials in all four provincial governments.

In March, A.J. O'Connor (Vice Chairman, New Brunswick) and I were invited to present a submission to the House of Commons Standing Committee on Industry, Science and Technology, Regional & Northern Development, on the role of R&D in Atlantic regional development. I also presented an important brief to the Senate Standing Committee of Social Affairs, Science, and Technology during hearings on the Act to Establish the Department of Industry, Science and Technology.

We are delighted with the results of a consultation last October with the Planning and Priorities Committee of the Newfoundland Cabinet. I attended this meeting along with Past Chairman Donald Deacon, and Newfoundland Vice-Chairman John V. O'Dea and Governor Linda Inkpen. Subsequently, the Government of Newfoundland and Labrador agreed to resume its financial support of APEC, joining the other three provinces after an absence of close to ten years.

An essential part of APEC activities are the presentations made to local and national conferences, to private sector organizations in the region, and to groups considering investment in the region. In October I presented a paper on investment prospects in the region at the "Atlantic Rim" Conference sponsored by the Financial Post and the Nova Scotia government. In December I made a presentation on the regional economy to the annual staff conference of the Nova Scotia Auditor General. In February, I gave a presentation on Atlantic region-Caribbean trade links for a conference on Business Opportunities in the Eastern Caribbean. In May, I spoke to a meeting in Charlottetown of

the Association of Community Colleges of Canada on education in the global economy. As a last minute replacement for Terry Bird, I made a speech in June to the national conference of the Investment Dealers Association of Canada.

Maurice Mandale, the senior economist and editor, and economists Glenna Jenkins and Fred Morley have provided exceptional research and writing support in a busy schedule of speaking engagements. Glenna also presented a paper on Biotechnology at a conference sponsored by the Department of Industry, Science, and Technology. Fred made several presentations on the outlook of the Nova Scotia economy, the Atlantic economy, and the federal role in the region. These were presented to the Nova Scotia Voluntary Planning Board, the Dalhousie Council on Canadian Regional Development, the Halifax Metro Media Club, and the East-West Enterprise Exchange Program. I also made presentations to several Kiwanis Clubs, Rotary Clubs, Boards of Trade in the region.

APEC has traditionally been a public source of timely information and reasoned perspective on events affecting the Atlantic economy. This year we responded to numerous print and broadcast media requests from the region and nationally. We provided extensive commentary on the federal budget, recent national economic trends and their effect on the Atlantic region, as well as follow-up commentary on our Atlantic Reports.

We are very proud of our co-sponsorship with Atlantic Canada Plus of the Atlantic Canada Innovator of the Year Awards. The Fourth Annual Awards took place in Fredericton, New Brunswick in February. Dr. Salem Masry, nominated in the technical and innovation category, received this year's award. He has created a sophisticated computerized mapping and navigation software package which is now the basis of a successful and growing business in Fredericton.

We had one recent change in the research staff. Glenna Jenkins has chosen to work on a part-time basis from her home and left us after five productive years as a staff economist. Her replacement, John Odenthal, joined APEC in August after working for an economic consulting firm in Nova Scotia. Fred Morley has been made Senior Policy Analyst to reflect the significant increase in this aspect of his research and media relations work.

This year has proven to be a financially successful one for APEC. We achieved the first surplus in six years and have been able to substantially reduce, although not entirely eliminate, our accumulated debt. This success was due to several factors. The continued support of our members has been important. In addition, we were able to sustain the increase in revenues from funded research. The support of the four provincial governments is welcome and especially the increase in funding from the Province of New Brunswick and the renewal of the contribution from the Government of Newfoundland and Labrador after an absence of seven years. The Atlantic Canada Opportunities Agency also increased their direct grant and funded the distribution of **Atlantic Canada Today**.

I would like to express my appreciation for the valuable cooperation and support of the staff and of the members of the Board of Governors over the past year. That has been instrumental in making APEC an increasingly visible and important force in fostering development in Atlantic Canada.

A handwritten signature in black ink, reading "Tim O'Neill". The signature is fluid and cursive, with a large initial "T" and a stylized "O'Neill".

Tim O'Neill  
President



# Board of Governors

**T**he Board of Governors consists of some 30 members of which eighteen are elected for a two-year term at the Annual General Meeting and the remainder are appointed for a one-year term by the elected members. Each province is represented by a minimum of four Governors. The APEC Board of Governors for 1989-90 is:

**S.A. Archibald**  
Chairman  
Britex Limited  
Bridgetown, N.S.

**Laura E. Bennet**  
President & C.E.O.  
Bennet Communications Ltd.  
Halifax, N.S.

**T.C. Bird**  
President  
Bruncor Inc.  
Saint John, N.B.

**Dr. Auréa Cormier**  
Professor and Director  
Food Research Centre  
Centre universitaire de Moncton  
Moncton, N.B.

**Donald M. Deacon**  
Charlottetown, P.E.I.

**John R. Dean, P.Eng.**  
President  
ADI Limited  
Fredericton, N.B.

**Keith DeGrace**  
President  
Atlantic Host Inn  
Bathurst, N.B.

**James D. Eisenhauer**  
President  
ABCO Industries Limited  
Lunenburg, N.S.

**Harry Fraser**  
Fraser's Potato Newsletter  
RR 1, Charlottetown, P.E.I.

**Dr. Linda Inkpen**  
President  
Cabot Institute of Applied Arts & Technology  
St. John's, Nfld.

**Allan Levine**  
Canadian Paperworkers Union  
Rothsay, N.B.

**Jim MacDonald**  
Canadian Auto Workers  
Charlottetown, P.E.I.

**J.M. MacConnell**  
President & C.E.O.  
Scotsburn Co-operative Services Ltd.  
Scotsburn, N.S.

**Earle McCurdy**  
Secretary-Treasurer  
Fishermen, Food and Allied Workers  
St. John's, Nfld.

**R. Leonard McNeil, C.A.**  
Senior Partner  
Doane Raymond  
Sydney, N.S.

**Bernard F. Miller**  
Vice President - In Flight Services  
Air Canada  
Montreal, Que.

**Gregory A. Morton**  
Commissioner  
Office of Economic Development  
Province of New Brunswick  
Fredericton, N.B.

**Kenneth A. Oakley**  
St. John's, Nfld.

**Arthur J. O'Connor**  
President  
Energy Strategies Limited  
Fredericton, N.B.

**John V. O'Dea**  
Barrister & Solicitor  
Chalker, Green & Rowe  
St. John's, Nfld.

**Tim O'Neill**  
President, APEC  
Halifax, N.S.

**John R. Plummer**  
Public Affairs Manager-Atlantic  
Imperial Oil Limited  
Halifax, N.S.

**René Quigley**  
Nova Scotia Federation of Labour  
Halifax, N.S.

**Claris Rudkowski**  
President  
Labrador Handicrafts Ltd.  
Happy Valley-Goose Bay, Labrador

**Joseph Shannon**  
President  
Seaboard Liquid Carriers Ltd.  
Port Hawkesbury, N.S.

**Gordon R. Simms**  
President  
Ardent Ventures Corp.  
Saint John, N.B.

**Ronald E. Smith, C.A.**  
Vice President-Finance  
Maritime Tel & Tel  
Halifax, N.S.

**Rupert Tingley**  
Moncton, N.B.

**William Wedlock**  
12282 Holdings Canada Limited  
Summerside, P.E.I.

**Russel J. Wilson**  
Senior Vice President  
Lundrigans-Comstock Limited  
Corner Brook, Nfld.

**Bankers**  
The Royal Bank of Canada

**Auditors**  
Collins Barrow  
Chartered Accountants

## Executive Committee

**M**embers of the Executive Committee meet on a regular basis to review APEC activities and financial status. They include the Chairman of the Board, the Past Chairman, the First Vice Chairman, Provincial Vice Chairmen, Treasurer, Secretary and President.



**T.C. Bird**  
Chairman



**René Quigley**  
Treasurer



**Donald Deacon**  
Past Chairman



**John Plummer**  
Vice Chairman, N.S.



**Arthur J. O'Connor**  
Vice Chairman, N.B.



**Jim MacDonald**  
Vice Chairman, P.E.I.



**John O'Dea**  
Vice Chairman, Nfld. &  
Labrador



**Tim O'Neill**  
President



**Lois G. Duffy**  
Secretary

## Past APEC Chairmen

|                       |            |
|-----------------------|------------|
| R. Whidden Ganong     | 1955- 1956 |
| *R. J. Rankin         | 1957- 1958 |
| Dr. Frank Mackinnon   | 1958- 1959 |
| *Arthur Johnson       | 1959- 1961 |
| Prof. W. Y. Smith     | 1961- 1962 |
| Gerald E. Martin      | 1962- 1963 |
| *John S. Wright       | 1963- 1965 |
| John R. O'Dea         | 1965- 1966 |
| Gilbert Finn          | 1966- 1968 |
| C. R. MacFadden       | 1968- 1970 |
| Stephen Weyman, M.D.  | 1970- 1972 |
| *D. J. O'Connell      | 1972- 1974 |
| L. G. Hudson          | 1974- 1975 |
| A. A. Brait           | 1975- 1977 |
| G. J. Doucet          | 1977- 1980 |
| George T. Urquhart    | 1980- 1982 |
| David McD. Mann, Q.C. | 1982- 1984 |
| David A. Ganong       | 1984- 1985 |
| R. A. McCulloch       | 1985- 1987 |
| Donald M. Deacon      | 1987- 1989 |

\*Deceased

**Note:** In 1981 the title of the senior member of the Board of Governors was changed from "President" to "Chairman" and the title of the senior member of the permanent staff was changed from "Executive Vice-President" to "President". These changes reflect APEC's status as a private corporation.

## Publications

**A**

PEC publications are the most visible of the Council's services to members. They also regularly receive media attention and by so doing help maintain a high profile. Readers almost unanimously comment on the quality of the information presented.

*Atlantic Report* appears every quarter. It is a review and outlook with a detailed examination of important sectors in each province. A special article on a topic of concern or interest is also included. The first Report of each year provides an inventory of major projects in Atlantic Canada, now in its tenth year of preparation. The fourth issue each year gives a year-end review and outlook for the Atlantic economy. Other lead articles during the past year examined the federal role in Atlantic economic development, including the first assessment of the performance of the Atlantic Canada Opportunities Agency.

The APEC *Newsletter* is published eight times a year with two main components — a lead article and a mixture of shorter items about new industrial, governmental and general economic developments in Atlantic Canada. Lead articles during the 1989/90 period covered a variety of subjects:

- unemployment disparities in Canada

- how to increase service exports from Atlantic Canada

- examination of regional spending on research and development

- analysis of the 1990 federal budget

- a summary of the 1989 Innovator of the Year awards

- a summary of provincial budgets in 1990

- a special issue with three commissioned pieces by noted academics on Atlantic Canada in the aftermath of the Meech Lake constitutional debate.

APEC's book, *Atlantic Canada Today*, the handbook on the region's economy published in 1987, has received wide circulation within the region and across Canada. Generous assistance from the Atlantic Canada Opportunities Agency enabled us to place a copy in high schools and community colleges across the country. Letters from teachers and principals have uniformly praised the book as a valuable addition to their resource materials.

A special publication of the papers from a conference which APEC sponsored in May 1990 on the economic impacts of undereducation in less developed regions of advanced economies is being prepared.

# Auditors' Report

To the Members of Atlantic Provinces Economic Council

**W**e have examined the balance sheet of Atlantic Provinces Economic Council as at June 30, 1990 and the statements of revenue and expenditure and members' deficit for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Council as at June 30, 1990 and the results of its operations for the year then ended in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Halifax, Canada  
August 20, 1990

*Colin Barron*  
Chartered Accountants

## **BALANCE SHEET JUNE 30, 1990**

### **ASSETS**

#### **Current Assets**

|                           |           |           |
|---------------------------|-----------|-----------|
| Cash .....                | \$ 61,888 | \$ 19,111 |
| Accounts receivable ..... | 158,781   | 119,600   |
| Prepaid expenses .....    | 1,359     | 2,203     |

#### **Fixed assets, at nominal value**

|  |           |           |
|--|-----------|-----------|
|  | 222,028   | 140,974   |
|  | 1         | 1         |
|  | \$222,029 | \$140,975 |

### **LIABILITIES**

#### **Current Liabilities**

|                                                |           |           |
|------------------------------------------------|-----------|-----------|
| Bank indebtedness .....                        | \$105,300 | \$125,100 |
| Accounts payable and accrued expenses .....    | 44,490    | 46,491    |
| Membership revenue received in advance .....   | 2,675     | 190       |
| Registration revenue received in advance ..... |           | 1,000     |
| Advance billings .....                         | 14,575    | 14,590    |
| Deferred research revenue .....                | 7,500     | 5,000     |
| Deferred meeting revenue .....                 | 3,150     | 4,245     |
| Deferred Government grants .....               | 68,775    | 59,025    |

#### **Members' Deficit**

|  |           |           |
|--|-----------|-----------|
|  | 246,465   | 255,641   |
|  | (24,436)  | (114,666) |
|  | \$222,029 | \$140,975 |

On behalf of the Board

*[Signature]*  
*[Signature]*  
Governors

**STATEMENT OF REVENUE AND EXPENDITURE**  
**YEAR ENDED JUNE 30, 1990**

|                                                       | 1990             | 1989              |
|-------------------------------------------------------|------------------|-------------------|
| <b>Revenue</b>                                        |                  |                   |
| Membership fees and contributions .....               | \$218,995        | \$207,475         |
| Subscription revenue .....                            | 15,645           | 14,329            |
|                                                       | <u>234,640</u>   | <u>221,804</u>    |
| Atlantic Canada Today .....                           | 37,572           | 10,615            |
| Atlantic Provinces Provincial Government grants ..... | 91,325           | 51,050            |
| Federal Government grants .....                       | 110,625          | 91,875            |
| Investment income .....                               | 1,432            | 901               |
| Seminars and conferences .....                        | 66,380           | 9,018             |
| Grant, computer .....                                 |                  | 31,634            |
| Research contract revenue .....                       | 72,990           | 61,168            |
| Other income .....                                    | 7,686            | 11,192            |
|                                                       | <u>622,650</u>   | <u>489,257</u>    |
| <b>Expenditures</b>                                   |                  |                   |
| Advertising and promotion .....                       | 1,637            | 654               |
| Atlantic Canada Today .....                           | 10,790           | 364               |
| Computer .....                                        |                  | 43,882            |
| Employee benefits .....                               | 24,974           | 23,721            |
| Interest and bank charges .....                       | 16,587           | 15,949            |
| Library .....                                         | 3,438            | 5,002             |
| Maintenance of equipment .....                        | 2,714            | 1,667             |
| Meetings and conferences .....                        | 64,104           | 24,366            |
| Miscellaneous .....                                   | 3,893            | 10,275            |
| Postage and express .....                             | 5,582            | 3,913             |
| Printing and publications .....                       | 30,357           | 33,140            |
| Professional fees .....                               | 4,038            | 9,480             |
| Rent and taxes .....                                  | 47,122           | 45,091            |
| Rental of equipment .....                             | 6,118            | 8,660             |
| Research contract costs .....                         | 6,389            | 15,399            |
| Salaries .....                                        | 269,516          | 253,295           |
| Stationery and office supplies .....                  | 3,367            | 4,532             |
| Telephone .....                                       | 12,707           | 11,489            |
| Training and education .....                          | 375              | 770               |
| Travel and auto .....                                 | 18,712           | 16,115            |
|                                                       | <u>532,420</u>   | <u>527,764</u>    |
| <b>Excess of Revenue over Expenditures</b>            |                  |                   |
| <b>(Expenditures over Revenue)</b> .....              | <u>\$ 90,230</u> | <u>\$(38,507)</u> |

**STATEMENT OF MEMBERS' DEFICIT  
YEAR ENDED JUNE 30, 1990**

|                                                                         | <b>1990</b>      | <b>1989</b>      |
|-------------------------------------------------------------------------|------------------|------------------|
| Balance, beginning                                                      |                  |                  |
| As previously reported .....                                            | \$114,666        | \$ 37,909        |
| Adjustment to prior years                                               |                  |                  |
| Government grants .....                                                 |                  | 38,250           |
| As restated .....                                                       | 114,666          | 76,159           |
| Excess of revenue over expenditure<br>(Expenditures over revenue) ..... | 90,230           | (38,507)         |
| Balance, ending .....                                                   | <u>\$ 24,436</u> | <u>\$114,666</u> |

**NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 1990**

**1. STATUS AND NATURE OF ACTIVITIES**

The Council, incorporated under the Canada Corporations Act, operates to promote the responsible economic development of the four Atlantic Provinces through research and educational studies, consultations with government and services to members.

**2. SIGNIFICANT ACCOUNTING POLICIES**

Revenue on contracts is recognized on the percentage of completion basis.

Capital expenditures are expensed as incurred.

Membership fees and subscription revenue are recorded as income in the year billed.

**3. OPERATING LEASES**

**Equipment**

The Council has entered into agreements to lease certain office equipment. For accounting purposes, these leases are classified as operating leases. Future minimum lease payments for the following five years are as follows:

|      |                 |
|------|-----------------|
| 1991 | \$ 7,497        |
| 1992 | 5,492           |
| 1993 | 665             |
| 1994 | Nil             |
| 1995 | Nil             |
|      | <u>\$13,654</u> |

**Rental of premises**

Under the terms of an operating lease expiring December 31, 1994, the Council is committed to make minimum monthly payments for office rentals from \$2,173 to \$2,371 over the next four years. The Council is also required to pay its share of certain operating expenses incurred by the lessor.

**T**he day to day affairs of APEC are handled by the permanent staff who operate from the office in Halifax. APEC staff are well qualified and bring a wide range of experience to the organization.

**President — Timothy J. O'Neill, Ph.D.**

Tim is a native of Sydney, Nova Scotia, and holds degrees in economics from St. Francis Xavier University, the University of British Columbia, and Duke University (North Carolina). He taught for 12 years in the Department of Economics at Saint Mary's University in Halifax. He also taught for four years at the University of Prince Edward Island, and has had wide experience of consulting with many different agencies throughout Atlantic Canada.

**Office Manager — Lois G. Duffy, BA, CPS**

Lois is a native of New Brunswick, a graduate of Acadia University, and has worked for APEC since 1955. She is not only the senior administrator, but has been a major force in managing APEC's survival through difficult times in the past.

**Senior Economist & Editor-Publications — Maurice Mandale,**

**MA, MPhil** Maurice is a graduate of St. Andrews' University and the University of London and has undertaken post-graduate studies at the University of Minnesota. Maurice has almost 15 years experience in the field of resource economics and joined APEC after work as a consultant with the Maritime Resource Management Service.

**Economist — John G. Odenthal, BA, MBA**

John is a graduate of Boston University's Graduate Management School, concentrating in public management and policy. He has worked as a government budget manager, as a private consultant in program and policy evaluation, and as an economic development researcher at Dalhousie University.

**Senior Policy Analyst — J. Fred Morley, BSc, BA, MA**

Fred is from Sydney, Cape Breton, and is a graduate of Dalhousie University and Saint Mary's University. He has been a member of the staff since 1981 and previously worked on several APEC projects.

**MEMBERSHIP SECRETARY — M. Raylene Taylor. B.O.A.**

A graduate of Mount Saint Vincent University, Raylene is a native of Florence, Nova Scotia. She was employed while a student in various office positions and has passed the written examinations for the Certified Professional Secretary designation.

**President** — General Management  
APEC Funding  
Membership  
Seminars/Conference  
External Relations

**Senior Economist &  
Editor-Publications**  
Senior Policy Analyst  
Economist

- Ongoing Research
- Newsletter
- Atlantic Report
- Research Projects
- Media Relations
- Library
- Personnel Administrator

**Office Manager**  
Membership Secretary

- Office Administration
- Membership Administration
- Secretarial Support
- Accounting
- Personnel Administration
- Library

APEC Staff Organization  
& Responsibilities



APEC Staff (l. to r.) Raylene Taylor,  
Maurice Mandale, Lois Duffy,  
Tim O'Neill, Fred Morley,  
John Odenthal.

**M**embership, the backbone of APEC operations, serves as both a source of revenue and as a broad base of influence in the regional community.

A Patron is a unique category of membership in which members undertake a special commitment of support. APEC is grateful and proud to acknowledge the following corporations which are members of our Patron group.

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|                                           |                        |                                                               |                    |
|-------------------------------------------|------------------------|---------------------------------------------------------------|--------------------|
| Halifax Board of Trade                    | Halifax, NS            | Newfoundland & Labrador Science & Technology Advisory Council | St. John's, NF     |
| Halifax-Dartmouth Industries Limited      | Halifax, NS            | Newfoundland Capital Corporation Ltd.                         | Dartmouth, NS      |
| Halifax Herald Limited (The)              | Halifax, NS            | Newfoundland Light & Power Co., Ltd.                          | St. John's, NF     |
| Hall & Staverf Limited                    | Charlottetown, PEI     | Newfoundland Telephone Co. Ltd.                               | St. John's, NF     |
| Hanson, Hashey                            | Fredericton, NB        | Northern Telecom Canada Limited                               | Halifax, NS        |
| Hoyt's Moving & Storage Ltd.              | Halifax, NS            | Nova Scotia Agricultural College                              | Truro, NS          |
| Imasco Limited                            | Montreal, PQ           | Nova Scotia Business Capital Corporation                      | Halifax, NS        |
| Imperial Oil Limited                      | Dartmouth, NS          | Nova Scotia Federation of Labour                              | Halifax, NS        |
| Industry, Science & Technology Canada     | Moncton, NB            | Nova Scotia New Democratic Party                              | Halifax, NS        |
| Irving Group (The)                        | Saint John, NB         | Nova Scotia Power Corporation                                 | Halifax, NS        |
| Izenor, Laurie, & Sons Ltd.               | Elmsdale, NS           | Nova Scotia Research Foundation Corporation                   | Dartmouth, NS      |
| Island Fertilizers Ltd.                   | Charlottetown, PEI     | Nova Scotia Resources Limited                                 | Halifax, NS        |
| Island Seed Company Limited (The)         | Charlottetown, PEI     |                                                               |                    |
| Island Telephone Co., Ltd.                | Charlottetown, PEI     |                                                               |                    |
| Jack & Company, Limited                   | Halifax, NS            | Office of Economic Development                                | Fredericton, NB    |
| Johnson Insurance Limited                 | St. John's, NF         | 122832 Holdings Canada Limited                                | Summerside, PEI    |
| Johnstone, Archie H.                      | Kensington, PEI        | Oxford Frozen Foods Ltd.                                      | Oxford, NS         |
| Keirstead's Flower Shop Ltd.              | Saint John, NB         | Peat Marwick Thorne                                           | Halifax, NS        |
| Keltic Incorporated                       | Halifax, NS            | Petro-Canada Inc.                                             | Calgary, AB        |
| Labatt, John, Limited                     | London, ON             | Power Commission of the City of Saint John (The)              | Saint John, NB     |
| Labrador Handicrafts Limited.             |                        | Powmatic of Canada Ltd.                                       | Halifax, NS        |
| Happy Valley - Goose Bay, Labrador        |                        | Price Waterhouse                                              | Halifax, NS        |
| Lafarge Canada Inc.                       | Dartmouth, NS          | Prince Edward Island Food Technology Centre                   | Charlottetown, PEI |
| Leader of the Opposition (Nova Scotia)    | Halifax, NS            | Proctor & Redfern Ltd.                                        | St. John's, NF     |
| Leonard Corporation Limited               | Fredericton, NB        | Progressive Conservative Association of Nova Scotia           | Halifax, NS        |
| Lloyds Bank Canada                        | Halifax, NS            | Purity Factories Ltd.                                         | St. John's, NF     |
| Lundrigans-Comstock Ltd.                  | Corner Brook, NF       |                                                               |                    |
| MFM Industries Ltd.                       | Moncton, NB            | R.G.L. Developments Ltd.                                      | Saint John, NB     |
| MacLellan-Lincoln Mercury Ltd.            | Halifax, NS            | Rayonics Scientific Inc.                                      | Dartmouth, NS      |
| Manson Drugs Limited                      | Sydney River, NS       | Reed Stenhouse                                                | St. John's, NF     |
| Maplehurst Apartments Ltd.                | Dartmouth, NS          | Research & Productivity Council                               | Fredericton, NB    |
| Marble Mountain Development Corp.         | Marble Mountain, NF    | Richardson Associates Ltd.                                    | Charlottetown, PEI |
| Marine Atlantic Inc.                      | Moncton, NB            | Rioux, Arthur                                                 | Shippagan, NB      |
| Marine Institute                          | St. John's, NF         | Robin Hood Multifoods Ltd.                                    | Moncton, NB        |
| Maritime Electric Co., Ltd.               | Charlottetown, PEI     | Rodd Hotels & Resorts                                         | Charlottetown, PEI |
| Maritime Medical Care Inc.                | Halifax, NS            | Rowe, Kerry C.                                                | Halifax, NS        |
| Maritime Telegraph & Telephone Co. Ltd.   | Halifax, NS            | Royal Bank of Canada (The)                                    | Halifax, NS        |
| Marsh Adjustment Bureau Limited           | Halifax, NS            | Royal Insurance - Canada                                      | Halifax, NS        |
| Marshall, H. H., Limited                  | Halifax, NS            | Roycom                                                        | Halifax, NS        |
| McArthur Thomson & Law                    | Halifax, NS            | RoyNat Inc.                                                   | Halifax, NS        |
| McCain Foods Limited                      | East Florenceville, NB |                                                               |                    |
| McInnes, Cooper & Robertson               | Halifax, NS            | St. Francis Xavier University                                 | Antigonish, NS     |
| McMillan Press                            | Saint John, NB         | St. John's Board of Trade                                     | St. John's, NF     |
| McNeill, J. F., Limited                   | St. John's, NF         | Saint John Hilton                                             | Saint John, NB     |
| Memorial University of Newfoundland       | St. John's, NF         | Saint Mary's University                                       | Halifax, NS        |
| Mercer, William M., Limited               | Halifax, NS            | Saint Thomas University                                       | Fredericton, NB    |
| Metropolitan Life                         | Ottawa, ON             | Sand Dollar Productions Inc.                                  | Dartmouth, NS      |
| Mobil Oil Canada                          | Calgary, AB            | Scotia Bond Company Ltd.                                      | Halifax, NS        |
| Moncton Industrial Development Limited    | Moncton, NB            | Scotia Investments                                            | Hantsport, NS      |
| Moncton Publishing Co., Ltd.              | Moncton, NB            | Sun Life Assurance Co. of Canada                              | Toronto, ON        |
| Montreal Trust Company                    | Halifax, NS            | Scotia Syntuels Limited                                       | Toronto, ON        |
| Moore-Clark Co. (Canada) Inc.             | St. Andrews, NB        | Scott Maritimes Limited                                       | New Glasgow, NS    |
| Moosehead Breweries Ltd.                  | Dartmouth, NS          | Sea Farms Canada Inc.                                         | Saint John, NB     |
| Mosher Limestone Co., Ltd.                | Upper Musquodoboit, NS | Shaw, L. E., Limited                                          | Halifax, NS        |
| Mount Allison University                  | Sackville, NB          | Shell Canada Limited                                          | Calgary, AB        |
| Mount Saint Vincent University            | Halifax, NS            | Simms, T. S., & Company, Ltd.                                 | Saint John, NB     |
| NS Tractors & Equipment Ltd.              | Halifax, NS            | Sobeys Stores Limited                                         | Stellarton, NS     |
| National Bank of Canada                   | Moncton, NB            | Stone-Consolidated Inc.                                       | Montreal, PQ       |
| National Sea Products Ltd.                | Halifax, NS            | Sutherland, Bruce, Associates Ltd.                            | Moncton, NB        |
| National Transportation Agency of Canada  | Moncton, NB            | Swiss Bank Corporation (Canada)                               | Montreal, PQ       |
| Nesbitt, Thomson Deacon Inc.              | Halifax, NS            |                                                               |                    |
| New Brunswick Electric Power Commission   | Fredericton, NB        | Texaco, Mc Coll-Fontenac Inc.                                 | Dartmouth, NS      |
| New Brunswick Telephone Co., Limited      | Saint John, NB         | Thompson's Transfer Co., Ltd.                                 | Middleton, NS      |
| New Brunswick Wire Fence Co., Ltd.        | Moncton, NB            | Toronto-Dominion Bank (The)                                   | Halifax, NS        |
| New England Governors' Conference Inc.    | Boston, MA             | Town of Dalhousie                                             | Dalhousie, NB      |
| New England Life                          | Boston, MA             | Town of Deer Lake                                             | Deer Lake, NF      |
| Newfoundland & Labrador Development Corp. | St. John's, NF         | Toyota Canada Inc.                                            | Dartmouth, NS      |
|                                           |                        | Tractors & Equipment (1962) Ltd.                              | Fredericton, NB    |

|                                                                                                            |                       |                                         |                      |
|------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------|----------------------|
| Transport Canada                                                                                           | St. John's, NF        | Institute for Research on Public Policy | Ottawa, Ont.         |
| UMA Engineering Ltd                                                                                        | Halifax, NS           | Market Development Centre               | West Royalty, P.E.I. |
| Ultramar Canada Inc.                                                                                       | St. John's, NF        | Micromedia Limited                      | Toronto, Ont.        |
| Unisys Canada Inc.                                                                                         | Halifax, NS           | Newfoundland Ocean Industry Assn.       | St. John's, Nfld.    |
| Unitel Communications                                                                                      | Halifax, NS           | Roads & Transportation Assn. of Canada  | Ottawa, Ont.         |
| Université de Moncton                                                                                      | Moncton, NB           | Western Transportation Advisory Council | Vancouver, B.C.      |
| University College of Cape Breton                                                                          | Sydney, NS            |                                         |                      |
| University of New Brunswick                                                                                | Fredericton, NB       |                                         |                      |
| University of Prince Edward Island                                                                         | Charlottetown, PEI    |                                         |                      |
| Upjohn Company of Canada                                                                                   | Halifax, NS           |                                         |                      |
| Venture Centre (The)                                                                                       | Pasadena, NF          |                                         |                      |
| Volvo (Canada) Limited                                                                                     | Halifax, NS           |                                         |                      |
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| Webster & Sons Limited                                                                                     | Truro, NS             |                                         |                      |
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| Xerox Canada Inc.                                                                                          | North York, ON        |                                         |                      |
| <b>APEC maintains a reciprocal exchange of information and materials with the following organizations:</b> |                       |                                         |                      |
| Area Development Sites & Facility Planning                                                                 | Westbury, N.Y.        |                                         |                      |
| Asia Pacific Foundation of Canada                                                                          | Vancouver, B.C.       |                                         |                      |
| Association of Engineering Technicians & Technologists of Newfoundland                                     | St. John's, Nfld.     |                                         |                      |
| Atlantic Canada Plus Association                                                                           | Dartmouth, N.S.       |                                         |                      |
| Atlantic Canada Plus Association                                                                           | St. John's, Nfld.     |                                         |                      |
| Atlantic Provinces Chamber of Commerce                                                                     | Moncton, N.B.         |                                         |                      |
| Better Business Bureau Maritimes Inc.                                                                      | Halifax, N.S.         |                                         |                      |
| CANWEC                                                                                                     | Ottawa, Ont.          |                                         |                      |
| Canada Japan Trade Council                                                                                 | Ottawa, Ont.          |                                         |                      |
| Canada-Newfoundland Offshore Petroleum Board                                                               | St. John's, Nfld.     |                                         |                      |
| Canadian Construction Association                                                                          | Ottawa, Ont.          |                                         |                      |
| Canadian Energy Research Institute                                                                         | Calgary, Alta.        |                                         |                      |
| Canadian Export Association                                                                                | Ottawa, Ont.          |                                         |                      |
| Canadian Federation of Independent Business                                                                | Willowdale, Ont.      |                                         |                      |
| Canadian Foundation for Economic Education                                                                 | Toronto, Ont.         |                                         |                      |
| Canadian Periodical Index                                                                                  | Toronto, Ont.         |                                         |                      |
| Canadian Pulp & Paper Industry                                                                             | Toronto, Ont.         |                                         |                      |
| Canadian Tax Foundation                                                                                    | Toronto, Ont.         |                                         |                      |
| Centre for International Business Studies                                                                  | Halifax, N.S.         |                                         |                      |
| Community Planning Association of Canada (Nova Scotia Division)                                            | Halifax, N.S.         |                                         |                      |
| Conference Board of Canada (The)                                                                           | Ottawa, Ont.          |                                         |                      |
| Conseil Economique du N-B Inc.                                                                             | Moncton, N.B.         |                                         |                      |
| Conservation Council of New Brunswick                                                                      | Fredericton, N.B.     |                                         |                      |
| EPRC Limited                                                                                               | Glasgow, Scotland     |                                         |                      |
| Ecology Action Centre                                                                                      | Halifax, N.S.         |                                         |                      |
| Economic Council of Canada                                                                                 | Ottawa, Ont.          |                                         |                      |
| Economic Council of Newfoundland & Labrador                                                                | St. John's, Nfld.     |                                         |                      |
| Gorsebrook Research Institute                                                                              | Halifax, N.S.         |                                         |                      |
| C. D. Howe Institute                                                                                       | Toronto, Ont.         |                                         |                      |
| I.C.U.R.R.                                                                                                 | Toronto, Ont.         |                                         |                      |
| Informetrica Ltd.                                                                                          | Ottawa, Ont.          |                                         |                      |
| Institut Canadien de recherche sur le developpement regionale                                              | Moncton, N.B.         |                                         |                      |
| Institute of Man & Resources                                                                               | Charlottetown, P.E.I. |                                         |                      |
| Institute for Policy Analysis                                                                              | Toronto, Ont.         |                                         |                      |





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**M**embership in APEC is open to all businesses, associations, institutions and individuals. Membership includes complimentary subscription(s) to all APEC publications including newsletters, quarterly reports, annual reviews and Atlantic Canada Today. The following membership fee schedule is applicable effective July 1, 1989.

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## Membership Application



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